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U.S. ARMY RECRUITING and CAREER COUNSELING

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NOVEMBER 1976





Views and Reviews



MG Eugene P. Forrester

Those of you who have heard the November "Tie-Line" have received the word on the budget outlook and the results of the transition quarter. In addition, by now you all know that the GI Bill is to expire on 31 December and that the "Veterans' Educational Assistance Act" will take its place (see p. 20). Taking a cautious look to the future, I expect that the immediate effect will be that of young people joining the Army under the deadline for the bill's expiration. I strongly urge you to use this valuable selling tool while it is still available. I am not yet in a position to make a prediction regarding the impact of the new program; as they say, "the jury's still out." It's the LAW — let's make it work!

As you well know the business we are in is a difficult one. If there's one thing I've learned about it in my 16 months as commanding general, it's that predicting what to expect as trends and opportunities for the coming months is at least as difficult as predicting the world's economy.

We — from DoD all the way down to our own SMART boards — have developed elaborate and sophisticated ways of predicting the market. Yet, if the prospect market takes an unexpected turn, all those predictions go out the window, the prospects disappear by design and we miss objective. It happened in the TQ.

After the fact we can analyze and reevaluate what happened and refer to the economy and other fluctuating circumstances until we're blue in the face, but, to paraphrase President Truman, in the end the buck stops with us. I've said it before and here it is again: *the success of the volunteer Army depends on us — on you, the Army recruiter.* It's as simple as that.

Those of you who have been around this business longer than I probably remember the first few months of the Volunteer Army back in 1973. Those months were rough, too. But the recruiting force realized that the fate of the whole volunteer concept was on their shoulders. Objectives were met.

Of course, 1976 is not 1973 and we have a lot of new people wearing the bell on their shoulders. But the tradition of USAREC is the same — to meet every objective Department of the Army sets for us!

Now is the time for the shoulders to be squared and for the successes to start rolling in. I expect you to do it.

Good recruiting!

EUGENE P. FORRESTER
Major General, USA
Commanding

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Letters

CMF 96

Information concerning CMF 96 (from Sept. issue, page 32) should read:

- MOS 04B and 04C will be absorbed by other MOS on an as-required basis. Personnel holding MOS 96C and selected 96B will perform translator/interpreter duties . . . (and) similar absorption will be accomplished in other CMF where required.

- MOS 97D is being eliminated. Duties currently performed by 97D will be performed by 71B clerks and 71L administrative specialists. MOS 97B has not been consolidated into any other MOS.

LTC Alfred V. Daub, Jr.
Chief of Staff, USA Intel Cen/School

ASVAB

The implication that ASVAB has use as an "interest inventory" is incorrect as stated in paragraph 3, June issue of the *Journal*, article entitled, "ASVAB Goes to College." The term "aptitude batteries" should have been used by the author instead of "interest inventories."

The ASVAB has not been standardized to measure interest.

James O. Perry, DAC
Education Coord., HQ SWRRC

Weight and Health

Regarding the article, "If you plan to live three score and ten years, make some changes now" in the August issue, the following information is submitted. (Reference page 335, *The World Book Science Annual 1976*, Subject: Public Health Science Year, Field Enterprises Educational Corporation, Merchandise Mart Plaza, Chicago, Ill. 60654)

"A report . . . by public health specialist Alan R. Dyer and his associates at Northwestern University Medical School in Chicago casts doubt on the belief that excessive body weight reduces life expectancy. This belief is so firmly rooted that extremely overweight persons have to pay higher rates for life insurance. . . .

"Dyer's group observed 1233 white male employees of People's Gas Company for 14 years. Initial weights of all the healthy men from 40 to 59 years old employed by the company in 1958 were available, and researchers tabulated mortality for the entire group through 1972. If the influence of other factors that increase the risk of cardiovascular disease were statistically eliminated, the study showed that the death rate was linked to weight, but in an unexpected way. Surprisingly, the men at the so-called ideal weight level had the highest mortality rate. The next highest was among the heaviest men, more than 50 percent heavier than recommended for their age and height. But those with the

best survival rate were the moderately overweight, weighing 25 to 35 percent more than the ideal suggested by the Metropolitan Life Insurance Company.

"The researchers suggest that this evidence makes it necessary to reevaluate the traditional view that there is a straight-line correlation between weight and health, with health deteriorating as weight rises. They also point out that these data apply only to healthy adults. Overweight persons who smoke, have high blood pressure or have high fat levels in the blood might still run greater risk than slimmer persons and weight reduction might help them significantly."

SFC Stanley Frick
Middletown, N.Y.

According to the USAREC Surgeon you're right as far as you go, but your quoted article picks out only one point from the original article, one of the five main points which include exercise, high blood pressure, smoking and excess blood fats. Talking about weight alone, you're right, but most people who are overweight usually suffer more than one of the five points mentioned. Three or four of these problems usually interact to produce heart attacks.

Using RPIs

Reference the May article on Banana stickers. I definitely feel that they should continue to be stocked and available. It is truly difficult to say that any RPI is not appropriate for one's target audience. These small stickers say a lot, they're not bulky, and can be used in many different ways. We attach one to the back (of the envelope) on each and every piece of literature we mail out. Everyone handling that envelope, right to the person it's delivered to, gets the message we want them to.



**Join the people
who've joined
the Army.**

The window sticker at the top of the watch calendar is fantastic; it's not bulky and can be placed anywhere. We have used most of what we had, and have received requests for them. They are in good taste and we have no trouble placing them on the entrance doors to businesses (at eye level) in our area. Everyone entering the establishment gets our message. We think it's better than a poster in the window and it certainly is easier to get permission from the owner to put up. It works.

SFC Claude W. Wallace
Fond du Lac, Wisc.



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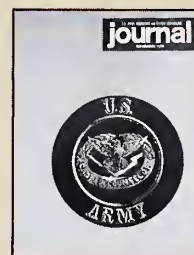
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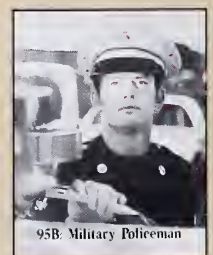
COVERS



In this issue the role of "the other" OOE, the career counselor, is looked at.

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95B: Military Policeman

Ft. McClellan, Ala., is the site of the MP school. The back cover provides you with another page to your "Handy Dandy Guide" initiated in the September issue.



No matter how many people USAREC puts into the Army, if there are not enough experienced junior and senior non-commissioned officers on second and subsequent enlistments to train and guide new soldiers, the United States will not have an Army capable of meeting its obligations and commitments.

Neither the recruiter nor the career counselor can do it alone.

In the rush of weekly objective and mission accomplishment, it is sometimes easy to forget that MOS OOE also belongs to career counselors in TOE/TDA units in the rest of the Army. The OOE in USAREC recruits soldiers for the Army, but the OOE career counselors are the people who make sure that as many as possible of the best ones are kept in uniform in their units.

Whose job is reenlistment?

Yours? Mine? His? Hers? Ours?

By MAJ J. R. ROANE

Reenlistment Officer, 193d Inf Bde (Canal Zone)

Recently, I walked into one of the officers' clubs here in the Canal Zone and was confronted by a commander who said, "I have a reenlistment problem in one of my companies. I'm going down there tomorrow and fire up that Re-Up NCO or else relieve him."

Getting rid of the unit reenlistment NCO and getting someone who can talk people into reenlisting is a fairly universal approach to resolving reenlistment problems.

But "firing up" that reenlistment NCO won't get a single reenlistment.

The unit reenlistment NCO plays a large part in the reenlistment program, but he must depend on others for help. Reenlistments are made by everyone in a unit. When morale in a unit is good, and the soldiers are satisfied with their jobs, the unit should accomplish its reenlistment objectives.

First, unit commanders and battalion commanders have to provide sufficient command interest. That means appointing the proper personnel to administer the program, practicing all of the leadership principles, conducting interviews and telling that good first-term soldier that he is needed in the Army, and telling him that he is wanted in that unit.

Although by definition, command normally stops at company level, command responsibility for reenlistment extends to the fire team leader in the infantry company and to the first-line supervisor in a staff section. This means that everyone has a responsibility to ensure that the reenlistment program is being properly administered.

Of course, the fire team leader does not carry a reenlistment data card around with him, and the first-line supervisor in a staff section isn't expected to qualify an individual for reenlistment. However, both are expected to practice good leadership, to know the reenlistment eligibility criteria, and to talk to their people

about reenlistment. They should be familiar with the basic reenlistment options and the basic criteria for reenlistment. Also, they should at least be able to tell another person the benefits of choosing the Army as a career.

But often you hear young and old NCOs and officers say, "We have a reenlistment NCO to take care of reenlistment — I'm the supply sergeant (or whatever) so I don't have to worry about reenlistment. If the guy is any good he will want to reenlist without anyone telling him to do so — right?"

Wrong! Few first-term soldiers will reenlist unless someone says to them, "you're doing a good job and I want you to stay in my unit. Will you reenlist?" These are the magic words, but they must be spoken by everyone, not just a company commander. The fire team leader, staff section leader, finance officer, command sergeant major, and the admin NCO must all take the initiative by telling the soldier he is doing a good job, that he is needed and wanted in the Army.

The CG and the battalion commander will do their jobs in reenlistment. They will provide the tools and demonstrate the good leadership, and everyone else — not just the reenlistment NCO — have to do their shares, too. For example, how many of the following have you done recently:

- Checked the MOS evaluation scores of your subordinates?
- Asked a good soldier to consider reenlisting?
- Checked your subordinates for qualifications for reenlistment?
- Counseled a soldier who needs help?
- Told a good soldier he is doing a good job?
- Visited with a subordinate in the barracks?
- Set the example in physical fitness and appearance?
- Displayed a good, positive attitude about the Army in the presence of subordinates?

If you aren't doing all of these things, then you're not as interested in the reenlistment of good soldiers as you should be. Then who should be "fired up?" 📢

Captain David Lanning,
reenlistment officer
of the 25th Inf Div
in Hawaii has some

Questions on reenlistment

During the past two years, there has been a widespread tendency to de-emphasize reenlistment in the Army. Experienced career counselors, reenlistment officers, and commanders at all levels are expressing concern over the inhibiting sales environment which has emanated primarily from changes in retention policy. The "sales" aspects of reenlistment are being methodically subordinated in favor of fiscal planning, ease of top-level administration, and especially to "management" considerations.

With the steady reduction of OOE career counselor positions Army-wide, those few remaining Army salesmen have been forced into advisory, administrative, management, and instructor capacities at brigade or comparable levels. The actual "eyeball-to-eyeball," one-to-one selling is being forced onto part-time, inexperienced, non-OOE personnel. While many of these people are intelligent and highly motivated NCO's (and are hopefully selected because of their selling potential), they all know it is a temporary job with limited prospects of continuing in counseling duties as a career.

Maintaining current proficiency in their non-OOE, non-reenlistment related PMOS, while attempting to attain a reasonable level of knowledge of the complex AR 601-280, plus basic salesmanship, has often proved self-defeating to many retention NCOs. Obviously they have made mistakes, with claims of breach or erroneous information steadily increasing. No matter how competent or efficient these men are, they still require a great deal of guidance, instruction, and supervision by the few remaining OOE's.

In essence, we have gone from a sales force of trained professionals to a force of amateurs, subject to their commanders' mission-related

attitudes, in a general atmosphere of growing indifference toward reenlistment.

The Army now apparently takes the position that we are in a "seller's" market, and that personnel should consider reenlistment a privilege; most first termers do not see it that way. Many consider the Army only a job, and will systematically compare their Army "job" with the employment environment in civilian life. They must see definite advantages, or at least comparable advantages (to themselves and their families) or they will not reenlist. Their needs and expectations are many: job satisfaction, duty hours, acquired skills, impartial but concerned leadership, promotion prospects, and so forth. The diminishing benefits through recent congressional actions has definitely gathered the first termers' attention, not to mention careerist and officer interest. Further, a major and most critical impact resulting from our present three goal accession and eligibility criteria, is that the first term soldier is beginning to perceive his value, contributions, and general service to the Army as being marginal, at best.

"Management" seems to be the all-powerful, overriding consideration in all situations, particularly following the implementation of the October, 1975, Three Goal System. While we all understand the need for good management, many times "management" is offered as the reason for actions, attitudes, policies and decisions, when it appears that the real reason is for the convenience of "managers." In short, there is a developing polarization of "management" and "retention," with the "sales" aspects of reenlistment receiving less and less consideration.

Obviously, there are a myriad of reenlistment problem areas and appropriate solutions which may be

addressed, most surfacing through DA reenlistment policy implementation at the local-level. To approach a more viable and effective Army sales environment, recommendations for change must be directed to those policies, not the resulting local problems. Many intuitive reenlistment officers and career counselors have adjusted quite well to their plight, thus minimizing parochial difficulties.

In discussion with experienced career counselors, a number of suggestions, recommendations, and just plain gripes have surfaced. Among all the thoughts related, those echoed with the greatest volume are those which would require DA-level consideration. Such as:

- Provide some first term firm guidance such as: combat arms soldiers may only reenlist for continued service in their MOS (stop the guessing, sell reality, not beating around the bush playing reluctant virgins).

- For years, we have conditioned our soldiers into thinking that they can expect bonuses, options, special handling and special consideration at the time of, and in connection with, reenlistment. If we are now taking the position that the privilege of remaining in the Army is, of and by itself, sufficient incentive to meet retention objectives, we must act accordingly, by initiating an Army-wide program of re-education at all levels, and by being prepared to accept our losses.

- If we are to actively and aggressively "sell" reenlistments, then we must provide the staff, the policies and the buying incentives to support that decision. However, if reenlistment is to be a passive "walk-in," take-it-or-leave-it administrative service offered to those self-motivated individuals who request that they be allowed the privi-

Questions on reenlistment

lege of serving as career soldiers, then relocate career counselors from the sales office to receiving and shipping. The implication here, of course, is that all "non-walk-ins" are not "motivated" and probably not the kind of soldiers we want to keep anyway.

- To compete with civilian industry, business, etc., for quality people, we must have the capability of being able, with some assurance, to "sell" Army features that will keep people in the Army. In far too many cases, we must sell on the basis of: "I don't know, I'll have to check;" or "We'll have to find out if DA has any vacancies, quotas, etc.;" or "I can't take you now, we're waiting for DA's answer;" or "That should happen, of course I can't guarantee . . .," or "That shouldn't happen, of course I can't guaran-

tee. . . ."

- Sales training, such as that presented by the Mobile Training Team (MTT), for these part-time, or non-experienced people, should be increased. The MTT staff should be augmented with additional sales training teams being formed and MTT presentations scheduled Army-wide on a continuing basis (every 6 months would be a good starting place).

- A decision as to the priorities of reenlistment (options, assignments, schools, MOS grade considerations, etc.) should be made, and then systematically followed, with the field advised as to status.

- The need for expeditious priority handling of reenlistment actions should be stressed to administrators and "managers."

- Procedures for handling reen-

listment actions should be reviewed, and where possible, revised to assist the reenlistment sales effort, rather than hinder it.

- Increase the 708 Army-wide career counselor positions to the level where each battalion would be authorized a salesman. It is difficult to imagine that IBM or Sears would fire 30 to 40 percent of their sales force and expect to meet or exceed their annual net profit goals, particularly in view of the present market situation.

In short, some tough reenlistment decisions must be made if we are to retain qualified, satisfied, and motivated soldiers and we must make them now. If we don't, we may find ourselves with an Army of aging leaders and supervisors wondering "Where have all the soldiers gone"?



...answered by HQ DA

Average reading time 6 minutes

By LTC VALMORE J. GIRARD
DCSPER, DA (DAPE-MPR-P)

The sincerity and forthrightness with which Captain Lanning presented his evaluation and views of the current reenlistment program, and the opportunity provided by the *R&CCJOURNAL* to respond to the major points presented, are very much appreciated. Feedback from the people who make the system work — the reenlistment officers, career counselors and reenlistment NCOs — is valuable to strong reenlistment programs and will assist future policy decisions.

The intent of this reply is to present another viewpoint for consideration. We do not mean to imply that current policy is the only or best way to gain reenlistments, but instead to present the reasons why decisions were made in this regard.

The period 1975 to present has been turbulent for the enlisted force. Congressional actions have resulted in reductions to benefits in general and bonus money in particular, and the reenlistment program was required to make several changes. It is recognized that these changes could easily be perceived as an effort to deemphasize the program.

As identified by Captain Lanning, there has been a slight shift in reenlistment philosophy. The Army still needs reenlistments, but we no longer reenlist just any qualified soldier and hope he (she) fits the Army's current and projected requirements. Instead, we reenlist only those soldiers for which the Army has a need. Tempered with a desire to not repeat the 1973-1974 experience, when policy changes were being sent to the field on an almost daily basis, the authors of reenlistment policy have been deliberate in their reviews. Therefore, the relative calm we are now experiencing should not be interpreted as a sign of inactivity or deemphasis.

Fortunately or unfortunately, depending on the point of view, the sales aspect of reenlistment — and all that entails — must of necessity be subordinated to fiscal planning which drives the entire management process. The sales incentive has been reduced from the mid-1970's because money is tight. Simply stated, if you don't have enough money, you must reduce your options. The best example of this is the elimination of

the most popular option career counselors had — the CONUS to CONUS option. Why was it eliminated? Certainly not for ease of management and top level administration; rather the dollars were not there to support PCS costs, and something had to give. Hopefully, if additional resources (money) become available in future years, we will be able to restore this option.

The limitation on career counselor authorizations is Congressionally imposed and, although we would like to revise it upward, we cannot. We must, therefore, rely on the remaining career counselors in the system to assist the reenlistment NCOs at the lower levels. The key word here is "advisory" as used by Captain Lanning. Proper advice can be best given when the career counselor takes a personal interest in each and every reenlistment NCO, at least from the battalion level upward. For example, how many career counselors at division level know every reenlistment NCO in the division, by sight and by first name?

Today, the professionalism of the career counselor is challenged. He must be an effective advisor to the commander, teacher to the unit reenlistment NCOs and reviewer of each reenlistment contract. He must insure that the soldier is not only qualified but understands what he (she) is reenlisting for. The days of the potential reenlistee seeking out the career counselor are over. Today's career counselors must explore new methods of encouraging reenlistments if he is to maintain a strong, viable and productive program. While there are a variety of methods to achieve this end, the use of a "circuit rider" to identify the weak link in the reenlistment chain, and to render help when required, should be considered.

The Army recognizes that first-termers and careerists view the continued piecemeal attempts to reduce or eliminate benefits as a negative factor at reenlistment decision time. Each soldier should know that Army leaders are making a major effort to counteract the trend towards a loss of Army benefits. Both General Fred C. Weyand, former chief of staff of the Army, and LTG H. G. Moore, DCSPER, made strongly-worded statements before Congress to express the seriousness with which they view these activities.

The present objective system, instituted in October, 1975, is designed to be more equitable than the old "one percent of enlisted operating strength" system. The former did not take into consideration the number of soldiers eligible to reenlist, but based the objective on the total number of soldiers present for duty in an organization. Since the career counselor can reenlist only those who are eligible, it appears that the present system is more equitable.

A second feature of the current system is to sepa-


rate the objective into two parts: a first term objective and a career objective. Under the former system, the objective could be accomplished by reenlisting only career soldiers, when there is a need for a mixture of both first-term and career reenlistments. The divided objective reflects this need and focuses the career counselor on the more difficult of the two markets — the first termers — while not assuming the careerist will reenlist without some encouragement.

The third innovation in the present system is to have an objective which focuses on quality as opposed to just quantity. This consideration should have little impact on the prospective first term reenlistee. Rather, it is designed to reward those salesmen who reenlist the soldiers who presumably can do more for the Army.

Soldiers are not longer designated as Group I or Group II (see Oct. *R&CC Journal*, page 34); as these designations departed our dictionary, new procedures came into being to manage reenlistments by MOS status and years of service considerations. These procedures allow the telephonic transmissions of almost all applications for reenlistment. These new procedures should simplify and streamline the reenlistment process.

While initially evaluating the effectiveness of the new procedures, we must keep in mind that the current top priority in the management of the enlisted force is to balance properly the MOSs. This is being accomplished by changing soldiers in overage MOSs to shortage MOSs in accordance with current and projected losses, years of service, grade considerations and career progression patterns. This action is required to maintain readiness of our forces. It also is in the best interests of both the Army and the soldier concerned in that it assists in meeting Army needs by MOS. Additionally, it provides increased advancement potential for all soldiers.

While it might be desirable to effect retraining and reclassification at other than the reenlistment point, it is believed to be more fair to the soldier than allowing him to reenlist and **then** directing retraining or reclassification into another MOS.

In summary, we agree that "tough" decisions have to be made. These decisions must be well thought out decisions and not just quick-fixes to alleviate short term problems. To assist in these decisions, all opinions are solicited and will be sincerely considered. The challenges of the future are uncertain; however, we are encouraged that reenlistment officers and career counselors in the field are true professionals and will succeed in spite of the odds. 

Today's Army gets better every time a good person reenlists.



Average reading time: 8 minutes

Re-up advertising and promotions

By **CPT RAYMOND BROWN**
A&SP, HQ USAREC

Nationwide advertising and promotional support for the Army's reenlistment program is provided by the Advertising and Sales Promotion directorate of the Recruiting Command. The people in USAREC A&SP, working with N. W. Ayer, the Army's contract advertising agency, and with the reenlistment policy people at DCSPER DA, supply ads, RPIs and other materials to support the reenlistment efforts of career counselors throughout the Army.

Broadly speaking, USAREC's reenlistment mission can be divided into two categories: "advertising" and "promotional support." As used here "advertising" refers to messages presented through paid media — newspapers, magazines, and outdoor billboards. "Promotional support" covers all informational items that do not involve the use of paid media; folders, posters, visual presentations, watch decals, and stickers are examples.

Reenlistment ads and posters are intended primarily to generate awareness. Young soldiers are reminded that there are certain benefits to remaining on active duty. Hopefully, they will stop and think about the Army and their future. The more frequently a good soldier pauses and considers remaining on active duty, the more likely he is to visit his reenlistment NCO or career counselor for more information.

Folders and brochures convey more specific information a soldier might want to know when considering reenlistment. Details about a reenlistment option, bonuses, educational benefits might be enumerated.

Regardless of the specific subject matter, no ad, folder or billboard is going to convince SP4 John Doe to reenlist. But they might cause him to favorably reconsider another term in the Army, to speak to his commander or first sergeant, or to visit a reenlistment office. Once the interest is sparked and the question is asked, it's up to the specialist in reenlistment to keep a good soldier in the Army.

The advertising message

Advertising is directed at two distinct audiences. The first audience includes all young men and women who are on active duty and approaching a reenlistment decision. The second audience consists of people who might influence a soldier's reenlistment decision — officers and NCOs within the military community, and the soldier's spouse, certainly a key person in the soldier's non-duty activities.

The message directed to soldiers is "Today's Army gets better every time a good person reenlists." This theme is incorporated into both ads and promotional support material. Depending on the situation in which the message is presented, and the picture with which it is associated, there are several variations of the theme: "Today's Army gets better every time a good (man) (woman) (soldier) (person) (family) reenlists."

Ads feature young soldiers who expand upon these messages. Real soldiers are interviewed and photographed. These individuals explain

in their own words something about job satisfaction or Army benefits, some important factor in their decision to reenlist.

Another variation of the message is used in ads targeted towards the soldier's spouse. This message, "Today's Army gets better every time a good family reenlists," is intended as a reminder that the Army is concerned about and provides benefits to the soldier's family.

When young soldiers have questions about the Army, they often ask their squad leader, first sergeant or commander. These leaders should be constantly looking for good soldiers and encouraging them to consider another hitch with the Army. Because of the important role that officers and NCOs play as influencers in reenlistment decisions, a special series of ads has been developed to remind these people of that role. The ads remind these key influencers that "Reenlistment is everybody's job."

Media

Ad space is bought in 34 post newspapers serving Army installations in the states. Full-page ads appear in these newspapers twice each month. Opposite each of these full-page ads is a listing of the names and phone numbers of the career counselors at the installation.

Since paid post newspaper advertising is not available to reach

troops overseas, reenlistment ads are run in overseas editions of certain magazines. These magazines include *Sports Illustrated*, *Time*, *Ebony*, *Skiing*, *Off Duty*, *Popular Electronics*, and several others.

Outdoor billboards are used to provide frequent reminders that "Today's Army gets better every time a good person reenlists." Billboard space is bought on a continuing basis along the approaches to 24 major CONUS Army installations. The billboard paper is changed every month to present a different visual while retaining the same message. Ten posts have constructed billboards on post which carry the same message.

Ads directed at wives appear occasionally as one of the scheduled insertions in post newspapers. Specialized publications targeted specifically at the military wife are also used to present the reenlistment message to these important influencers. Two of these magazines are *Ladycom* and *Overseas Family*.

Army Times, widely read by officers and NCOs, is the vehicle used to convey to military influencers the message that "Reenlistment is everybody's job." Ads designed to point out the importance of everyone's involvement in retaining good soldiers appear twice each month in *Army Times*.

Booklets and posters

Any piece of printed material designed for use as a handout must be informative and understandable. Reenlistment folders and booklets are designed to support the career counselor's efforts by putting appropriate information in the soldier's

hands where it can be read, referred to and thought about. To be useful, the information must be accurate; this necessarily means that the information cannot be so detailed or specific that it will be out of date every time a policy or regulation changes.

The most generalized and widely applicable reenlistment booklet is RPI 366, "Take a look at all the things you've been taking for granted." Covering topics such as educational benefits, travel, medical care, bonuses and retirement, and liberally illustrated with color photographs, this brochure covers many aspects of Army life.

Smaller folders are available to cover single topics, including several new or recently revised folders covering reenlistment options: RPI 301, the Service School Option; RPI 341, the Berlin Brigade Option; RPI 343, the Old Guard Option; RPI 345, the Combat Arms Unit of Choice Option; and RPI 347, the Oversea Option.

RPI 300 is a brief, compact handbook of reenlistment facts for officers, NCOs and other military influencers. It is not designed to replace a regulation or give all the details, but to provide general answers to some of the more frequently asked questions.

Among the newest reenlistment items is RPI 373, "Living with the Army." This 36-page booklet covers topics of interest to Army wives. It explains the many benefits and services provided for Army families and offers hints about life in the Army community. It is written to help a soldier's wife better under-

"We'll be spending our anniversary in Europe!"



Renee. Renee feels pretty good about her husband being in the Army.

"I love to travel, and that's one of the things I love about him being in the Army. We got married a few months before he enlisted. Now he's on orders for Europe, and we'll be spending our first anniversary there. If it hadn't been for the Army, we wouldn't have made it."

"Of course, the travel is just one of the things I like about the Army. The medical care is great, too. The first time I went the Army doctors there really treated me well; they really cared. I thought it was great that John reenlisted. I'm happy in the Army, and so is he. He's a Bandman. In the Army, he can finish his musical education while he's doing something he likes. In fact, we're so happy with the Army, I've thought about reenlisting myself."

Today's Army gets better every time a good family reenlists.

Today's Army gets better every time a good person reenlists.



Re-up ads

stand what the Army offers, and hopefully, to be favorably disposed toward continuing as an Army wife when reenlistment time rolls around.

Posters catch the viewer's attention and provide frequent reminders about reenlistment. Properly used, they build traffic into reenlistment offices. A variety of posters are available through normal RPI requisitioning channels. Four new reenlistment posters are being distributed during the fall. RPI 383 talks about Europe; RPI 385 stresses job satisfaction; RPI 386 challenges the viewer to reenlist; and RPI 387 highlights family benefits.

When new folders or posters are produced, they are automatically distributed to all addresses on the master distribution list maintained by the Advertising Distribution division. These initial supplies should last for several months. Reenlistment RPI requisitioning procedures are covered in AR 601-280 and in the *Journal*. Each edition of the *Journal* includes a listing of all of the reenlistment RPIs available for requisitioning.

Where practical, one shipment per installation is preferred, with breakdown and distribution to each user occurring at that level. If the distribution list is to be effective, it must be up to date. The list stays current only if each addressee insures that his address is correct. If your reenlistment address changes, a unit is activated or deactivated, or something arrives incorrectly addressed, send a note to USAREC, ATTN: USARCASP-D, and make the necessary changes.

Other promotional support

A wide variety of materials is furnished to assist in the counseling of qualified prospective reenlistees and support reenlistment personnel at the unit and installation level. A package of professionally written local ads has been distributed. These



That's the way SP5 Tom Burt feels about his job in a Mortar Squad.

"It's rough every now and then. Especially when your unit's short of men and everyone's doing someone else's job too. But it beats doing the same dumb thing day after day."

"And you're only as good as the people in your unit. So even if you don't start out so good, if everyone pulls together and has pride in their unit, you'll end up with a unit the Army can be proud of too."

"As far as reenlistment goes, I'm going to reenlist and reenlist. I got out of the Army awhile back and got my Associate of Arts Degree. But I guess I couldn't get the Army out of me, because here I am. And if I had it to do over again, I'd have stayed in."

"In fact, if anybody tried to talk me out of reenlisting, I'd tell them to go to hell!"

Today's Army gets better every time a good man reenlists.

ads are designed for use in post or unit newspapers, or in daily bulletins.

The *Post Book* is a valuable counseling tool. It provides information about each major Army installation in the United States. The soldier can learn about an area before he signs up to go there.

The *Reenlistment Activities Reminder Schedule* is a prestigious reenlistment aid. This item enables commanders and reenlistment personnel to track and schedule their reenlistment efforts while at the same time providing daily reminders of their reenlistment responsibilities.

A variety of stickers is available for use in identifying reenlistment activities. The "We Serve Proudly" and "Yesterday, Today, Tomorrow" flag stickers are also available. Small watch crystal calendar decals are provided every month for distribution through reenlistment offices.

Radio and television spots have been produced and distributed for use on American Forces Radio and Television Service stations and on a public service basis in CONUS. These spots feature soldiers explaining in their own words some aspect of their Army life or why they chose to reenlist.

A major research study, completed last winter, examined attitudes and motivations of first termers toward reenlistment. This in-

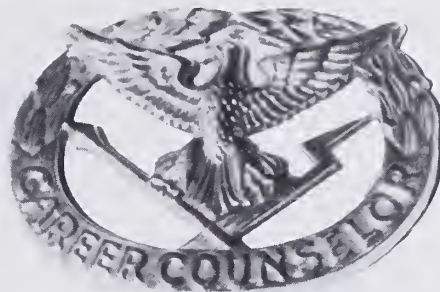
depth look at how soldiers and career counselors view the reenlistment processes is being used to guide changes in and development of reenlistment advertising and policies. This research enables careful targeting of advertising and promotional efforts based on current attitudes and problems.

Another important method by which the USAREC A&SP people evaluate what has been done and what is needed is input from the career counselors and reenlistment officers in the field. Much of this input is gathered when USAREC and Ayer representatives attend the reenlistment conferences held by major Army commands. These conferences are important barometers for assessing current efforts and making future plans. Suggestions and criticism received at USAREC in written form also provide valuable feedback and ideas, but these recommendations are surprisingly few in number.

When you look at the whole picture, there are many different ingredients in the reenlistment advertising and promotional package. If they are understood and properly used, they offer major assistance to unit reenlistment efforts. If you have recommendations or evaluations that will help make the package more complete, please write (a short note or a long letter) to USAREC, ATTN: USARCASP-PC, Fort Sheridan, IL 60037.



A tribute to the OOE



By LTC PAUL McCARTHY
HQ USAREC, Chief, Military Personnel

THERE'S AN EXTRA SPECIAL FRATERNITY COMPOSED OF SOLDIERS IN MOS OOE. THE RECRUITER, HE ENLISTS 'EM, THE COUNSELOR CONVINCES 'EM TO STAY. TOGETHER, THEY KEEP THE ARMY READY!

The bond that ties the Army recruiter with the career counselor extends beyond their common occupational specialty, OOE. Performing equally important military missions, the recruiter and the counselor represent one of the Army's most gregarious groups of men and women. They share traits of personality including a respectful aggressiveness, a competitive nature and a special ability to help people make important decisions. Matching Army requirements with individual needs and showing quality soldiers and potential soldiers how reenlistment or enlistment can fulfill those needs remains their forte — their extraordinary contribution to the Army in terms of military readiness.

As the Army's sales force, the recruiter and counselor face and achieve defined objectives unlike many of their contemporaries. In their respective occupations, their sales and administrative duties require that they remain personally dynamic, knowledgeable about the many facets of the total Army and technically proficient in a myriad of personnel regulations. MOS OOE extends beyond the successful

salesman/administrator to the public relations man, the advertising specialist, the market analyst, the educator, the negotiator. Few other military skills require the adaptability they exemplify. With the sale as their objective, their salesmanship must be the epitome of openness, honesty and candor. The Army accepts no less. They serve as the guardian of the Army's integrity and promote its reputation for fair play.

They share the agony of successful prospecting that results in failure because people can't always meet the Army's high physical, mental and moral standards. Nothing is more frustrating.

Their common rewards include the assurance that their success comes from hard work, self-discipline and devotion. As they look at the Army's ranks, they can take pride that there are no gaps and that the quality of the soldier represented reflects the diligence of their almost 7000 contemporaries in MOS OOE regardless of their duty title — recruiter or career counselor.



Muhammad Ali and Ken Norton

take

By **NICK HUBBLE**

PAO, Newburgh DRC

Photos by SGT Pete Lynch

Ali's sparring partner Randy Stevens, former Army boxer with the 82d Airborne Division, puts the champ on the defensive in a workout session.



The recruiters of the Newburgh DRC were holding their annual seminar at Liberty, N.Y., when they found themselves located close to the training camps of Muhammad Ali and Ken Norton. Both fighters were in the midst of preparation for their upcoming heavyweight championship fight.

Sergeant First Class John Fobbs, a former Army boxer and sparring partner of Floyd Patterson, arranged for Norton to visit the seminar. Norton congratulated the recruiters of Newburgh DRC for being the top

Greeting the champ, Muhammad Ali, are Sergeants First Class William Wallace,



on The recruiters of Newburgh DRC

performers of NERRC for the fiscal quarter FY 7TQ.

Later, arrangements were made to have a group of recruiters view the final sparring match of Muhammad Ali. After the bout, recruiters had the chance to wish Ali well.

The recruiters received an added bonus by meeting Randy Stevens, former three-time All-Army Boxing champ who is now Ali's sparring partner. The ex-paratrooper was reported pleased to see Army recruiters and to talk with them. On top of this, the assembled recruiters had a chance to meet "The Brown Bomber," former heavyweight champ Joe Louis.

John Fobbs and David Howe, all from the Newburgh DRC.



Lieutenant Colonel Calvin Hosmer, commander of the Newburgh DRC, meets former heavyweight champ Joe Louis at the Muhammad Ali training camp.

Sergeant First Class John Fobbs (left) introduces heavyweight challenger Ken Norton to the Newburgh DRC recruiters.





HAVING A TV PERSONALITY appear at a recruiting display is always good business. That's why **Buddy**, the truck driving dog of "Hee Haw," was present in Carson City, Nev.



The original "dogface" is shown here preparing to move out for the front line. He's Buddy, the truck driving dog from "Hee Haw."

Buddy arrived driving his Model A Ford truck and insisted on checking out the capabilities of a 155mm self-propelled gun which belongs to the Nevada National Guard.

Buddy and his partner, **Bill Williamson**, appear regularly in parades and civic events between trips to Nashville for appearances on "Hee Haw".

Nevada National Guard personnel ascertained that Buddy was too old to join the "Guard." In addition, he can't meet dependency requirements; he has a wife and six little ones at home. However, Buddy and his partner said they would be available for future recruiting activities, schedule permitting. (Nevada National Guard)

"TAKE ME OUT TO THE BALLGAME" might have been the request of eight Oklahoma enlistees at their swearing in.

Lieutenant Colonel John Stice administered the oath to the applicants at home plate in the Oklahoma City All-Sports Stadium.

The swearing in took place before a minor league game.

Even though the game was finally called because

of rain, the event was still a success. The music of the 77th Army band and a color guard made for an impressive show by the Army.

The ceremony publicized the DEP and the enlistees themselves. (Carol Colliver, Oklahoma City DRC)

IS HE A SAILOR OR SOLDIER . . . or both?

Hollywood station commander **Sergeant First Class Jim Parry** and his family live aboard a 33-foot Morgan out-islander sloop, the *Antithesis*, tied up at Marina del Rey near Los Angeles. He advertises the Army from his floating home.



SFC Parry shows how to work even while relaxing. He and his wife are shown here aboard their 33-foot sailboat, moored at Marina del Rey near Los Angeles.

Jim scored a nautical advertising coup during late August at the annual Southern California Offshore Power Boat Classic race. The race course was from Marina around Santa Catalina Island and back to the Marina.

The US Navy vessel, *USS Juneau*, was moored outside the harbor for the event and amphibious craft from the *Juneau* carried thousands of spectators to the vessel to view the race.

Thirty feet off the port side of the *Juneau* the *Antithesis* lay. Emblazoned on her mainsail was the Army's latest slogan, "CALL YOUR UNCLE," with the appropriate phone number. There wasn't another billboard for miles around.

This is one example of the creative touch that

keeps the Hollywood station out front in the Los Angeles DRC. (Los Angeles DRC)

IT'S TRUE you meet old friends in the Army. Many of the Orange, Calif., area recruiting force have served together at other bases. It makes you think the Army is a lot smaller than it is.

The inter-relationship involves **Captain Mike Armstrong, Sergeant First Class Bill Fitzpatrick, Sergeant First Class Lenny Jackson, Sergeant First Class Dave Oliphant, Sergeant First Class Michael Huntley** and **Sergeant Barbara Poole**.

Before OCS Armstrong served in Vietnam as an enlisted clerk. When Armstrong was SP4, SFC Oliphant was a sergeant in the same company.

Bill Fitzpatrick, a member of the recruiting command for a number of years, served early in his duty with the command in Massachusetts as an assistant area commander. During this time SFC Huntley was a recruiter in the area. When "Fitz" was PDNCO at the Boston DRC, SFC Jackson was a station commander at the Boston Metropolitan Recruiting Station. Then Fitz moved to the West Coast.

There he became station commander of the Santa Ana recruiting station. While on production he recruited SGT Poole, who is now a recruiter within the Orange area.

O.K. Catch your breath and here we go again.

"Fitz" became the Orange area commander, then Jackson came to California and assumed command of the Santa Ana recruiting station. Huntley is enroute to the Orange area and probably to Santa Ana.

Those involved claim happenstance. Almost makes you think there's a plot behind all this. (Ron Van Dyck, Santa Ana DRC)

A THOUSAND REASONS can be thought up to explain why canvassing in a recruiting station can be hectic: interruptions, itineraries, pitstops, interviews . . . you name it.

So, the boiler room technique came to be (see April 76 JOURNAL, page 31). The sessions are hard work but are very effective in purifying lists, gaining appointments and, most important, getting people in the Army.

Sergeant First Class Bill Miller, Lakewood, Calif., station commander added a new twist to the sessions: he asked recruiters to bring their wives.

While the recruiters burn up the phones, the

wives assist by filling out appointment cards, writing notes and stuffing envelopes.

During the sessions the wives also plan picnics and other social activities. After the sessions they all retire to a local restaurant for a nightcap.

Work is what you make of it and fun is . . . well, maybe fun is having a successful Boiler Room session. (Ron Van Dyck, Santa Ana DRC)

"RIDE 'EM COWBOY" or is that "ride 'em 'cruiter"? That was the question of the day during the Greeley, Colo., Stampede as six recruiters rode their way to fame, fortune, and riches.



"Heigh Ho Silver, away! Wait a minute you're not Silver; you're a bul-l-l-l!" Showing the people the endless abilities of an Army recruiter, SSG Gene Mullins tests his expertise at riding a bull.

Captain Richard Rosecrans, area commander, arranged for a recruiter from each station in his area to participate in a buffalo race at the stampede. The object was to stay astride a wild bison until it raced madly across the arena and over the finish line. The first recruiter, with one each buffalo attached, to cross the finish line was declared the winner. The buffalos and the recruiters were liberally decorated with "Go Army" bumper stickers.

The winner of the race, **Staff Sergeant Gene Mullins** of the Arvada recruiting station, said, "Even though the race was nationally televised on CBS, and it was a great promotion idea, I wouldn't recommend it to everybody. I ached for almost two weeks after the stampede." (Denver DRC)



IF YOU'RE FISHING more and enjoying it less, perhaps you're barking up (or down) the wrong tree. The remedy could be to take a large dose of MBAA (Military Bass Anglers Association).

This relatively new organization held its first national fishing tournament at Lake Barkley in Kentucky and surfaced a lot more than some large bass.

While the rather remote spot offered an excellent opportunity for the old American sport of despoiling nature and littering, the association members occupied a debris-free location.

And with literally tons of horsepower pushing rugged boats around the lake, offering ample opportunity for throwing up wakes and creating excessive noise and clamor, these strange people observed conduct that could only be described as gentlemanly and sportsmanlike.

Everybody knows boat ramps are for blocking with one large truck and trailer while three more boaters race in to edge each other out for access. Would you believe these people took turns in orderly fashion waiting, sometimes even helping each other to position and unload boats? At the campsite you couldn't believe it. They kept everything neat and all food properly stored; they even observed the ten o'clock quiet rule.

Contrary to the popular belief these people have a goal to teach the things they know about fishing to the novice fisherman. They believe that conservation, safety and ecology are important in their sport.

While they'll never teach you things like how to carry on a shouting contest with your tent neighbor

all night long, or how to swamp a rowboat with the wake of your ski boat — you'll learn the art of sportsmanship.

The MBAA is a non-profit organization and is open to any honorably discharged veteran, active duty member, National Guardsman, Reservist or retired veteran. The fee for joining is 10 dollars and entitles members to participate in four tournaments a year.

For further information write:

MBAA

P.O. Box 7240

Hampton, VA. 23666

or call (804) 826-2891. (SSG Lyle Lipke, Louisville DRC)



CPT Jerry Ritterhouse, Louisville DRC, demonstrates a relaxing way to spend a weekend. He is a member of the Military Bass Anglers Association which recently held its first tournament.

SSG LYLE LIPKE



"HEAVY DUTY" is not only lifting boxes; it's also a Fort Knox rock group.

The group is a part of the 118th Army band and it participated in a Niles, Ohio, fashion show that had four recruiters as models.

The idea to have the rock band perform was that of **Sergeant First Class Bob Holmes** of the Warren recruiting station. The idea to have four recruiter models came from the mall's promotion director.

The recruiters modeled tuxedos and leisure suits. The star of the show, however, was **Sergeant Frank Schmittou**, dressed in white tennis shorts.



SGT Frank Schmittou shows off his legs for the amusement of the local populace at the Eastwood Mall's Fashion Show.

Small musical groups like "Heavy Duty" can be a tremendous help to recruiters. Obviously, they're not as expensive as entire bands; yet they are popular with high schools and communities.

Entertainment can be combined with recruiting as one of the soldiers can usually conduct preliminary auditions of potential Army musicians right at the performance sight. (Cleveland DRC)

COMMUNITY INVOLVEMENT is the Army involved with a community. And, man, does it pay off. **Sergeant First Class Steve Maxwell** and **Ser-**

geant Barbara Poole proved just that during Armed Forces Week 1976. The Orange, Calif., station commander put together a display at a local mall that included Army and community effort. Their display depicted the Army story from the Revolution to the present.

Maxwell used C-rations in the display. The Orange VFW Post provided tables and flag stands. Maxwell even included a picture of some people he had enlisted into the Army.

The most impressive part of the display was the people who helped staff it. Two of Maxwell's recent recruits home on leave volunteered time to help their recruiter. A Boy Scout working on a merit badge spent a lot of time assembling the display and stayed around with the team for most of the day.

Sergeant Poole brought five of her female DEPs to the exhibit. Some of them brought friends along to check out all the Army opportunities. Each DEPer wore an identifying name tag stating the job training she had enlisted for.

The walk-through historical and modern display was not hard-sell oriented, but the recruiters netted some positive results. Three of the DEPers' friends enlisted in the DEP themselves; one visitor enlisted; another is now testing. At the last moment a young Army wife brought her brother-in-law for the final enlistment. (SGT Barbara Poole, Santa Ana DRC)

THREE OUT OF THREE ... that's **Sergeant First Class Alberto Arana's** perfect score as he enlisted **Luis Reyes** for the third time.

Arana has been in the Army for a total of 16 years and is one of the most productive recruiters in the San Juan DRC. During his eight years in San Juan, SFC Arana has always achieved objective.

Luis Reyes, of Guaynabo, Puerto Rico, enlisted in the Army for the first time in 1968. Reyes served two years in the Army and received his discharge.

After working for a short time in a screens factory, Reyes enlisted through Arana again.

Even though he was enlisted for a tour of three years he was discharged after a year due to his father's illness.

Seven months later Reyes decided again that the Army was the place for him.

"This time I want to stay in for 20 years," said Reyes.

The *Guinness Book of Records* might be interested in such facts. (San Juan DRC)

Current GI Bill up 8%

GI Bill benefits end Dec. 31; 'Assistance Act' begins Jan. 1

President Ford signed a bill Oct. 15 that terminates the current GI Bill educational benefits for those recruited after Dec. 31, 1976, and sets a deadline of Dec. 31, 1989, for completion of use of benefits earned under the current GI Bill.

Soldiers on active duty now are still covered and will accrue GI Bill benefits as before. Also covered are people recruited before Dec. 31, 1976, including those who sign up for the Delayed Entry Program (DEP) and are not ordered to active duty until sometime in 1977.

The law also upgrades the present GI Bill for those currently on active duty, those released within the last ten years, and those recruited before Dec. 31, 1976. It extends maximum benefits from the current 36 months to 45 months, in effect offering five full academic years of education. It also increases the government's monthly payment to GI Bill students by eight percent.

While phasing out the Vietnam Era GI Bill, the new law also establishes the Post-Vietnam Era Veterans' Educational Assistance Act. This is a new approach to veterans' educational assistance. The soldier contributes to his own future education with payments of between \$50 and \$75 each month, with the government matching the amount two for one. For example, the member's \$50 would be matched with the government's \$100 for a total of \$150 per month of education. Except in certain emergencies, a member who decides to participate in this new program must agree to contribute for


12-month increments. Educational assistance is provided for the same number of months as the member contributed up to a maximum of 36 months. A member who decides not to use his educational benefits will receive his contribution back at the end of his enlistment or, if he has already been released, within 60 days of notifying the Veterans' Administration.

The Secretary of Defense would have the additional authority to contribute to the fund of any participant to encourage a person to enlist or reenlist, a feature designed to attract and retain qualified men and women.

The law also terminates the Predischarge Educational Program (PREP) effective Nov. 1, 1976. No one now on active duty may enroll or reenroll in PREP after that date.

DoD is looking into ways to extend in-service high school completion programs to cover most of those who would have used PREP. Future members of the Armed Forces participating in the new veterans' educational assistance program may use PREP during the last six months of their first enlistment.

The new program will be funded for the first five years by the VA. After that time, it will be reviewed by the President for his recommendation to make it permanent and a part of the Defense budget.

VA and Defense officials are still working on directives and regulations to implement the new law. They expect to have full particulars before the new vets educational assistance program gets underway in 1977. (ARNEWS) 

GI Bill Payments (new) for those on active duty or in the Delayed Entry Program on or before Dec. 31, 1976.

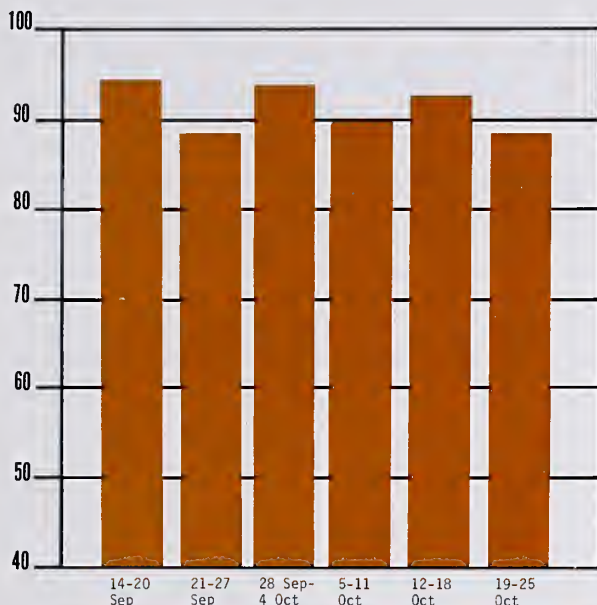
Type of Program	No Depn	One Depn	Two Depn	Each addtl depn
Institutional				
Full-time	\$292	\$347	\$396	\$24
3/4 time	219	260	297	18
Half time	146	174	198	12
Cooperative	\$235	\$276	\$313	\$18

(A veteran with spouse and two children using all 45 months of full benefits would receive a total of \$18,900 in educational benefits.)

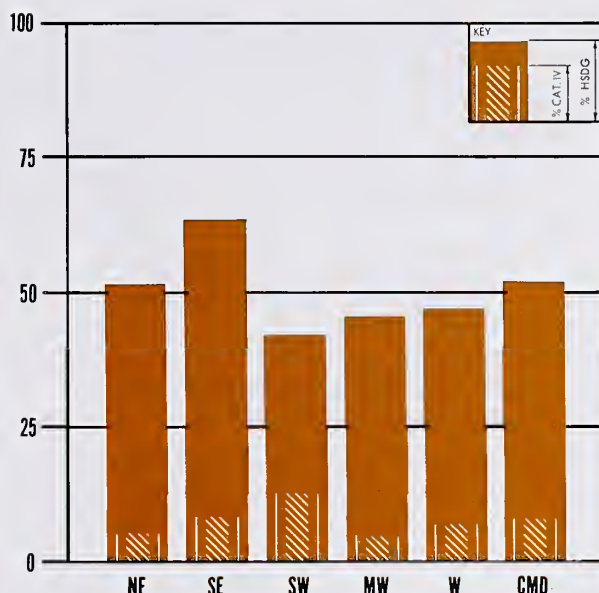


Q-2

94.7% 88.8% 94.1% 90.0% 92.6% 88.7%



Percent of weekly objective accomplished for shipping weeks indicated. Mission is accomplished when production falls within the ± 3 percent floor to ceiling tolerance.



Percentage distribution of NPS high school diploma graduates and NPS male cat. IVs by region as of 26 October

QUANTITY & QUALITY

The following is a list of DRCs ranked according to their degree of success with the weekly objective. The DRCs are listed alphabetically within categories.

4 of 4 weeks	Albany	4 of 4	Philadelphia	1 of 4	San Francisco
	Albuquerque		Phoenix		St Louis
	Atlanta		Raleigh	0 of 4	Dallas
	Baltimore		Richmond		Des Moines
	Charlotte		San Juan		Detroit
	Cincinnati		Syracuse		Kansas City
	Cleveland	3 of 4	Nashville		Little Rock
	Columbia	2 of 4	Beckley		Los Angeles
	Concord		Boston		Milwaukee
	Harrisburg		Sacramento		Minneapolis
	Jackson		San Antonio		New Orleans
	Jacksonville	1 of 4	Chicago		Niagara Falls
	Long Island		Columbus		Oklahoma City
	Louisville		Denver		Omaha
	Miami		Honolulu		Peoria
	Montgomery		Houston		Portland
	Newark		Indianapolis		Salt Lake City
	Newburgh		Lansing		Santa Ana
	New Haven		Pittsburgh		Seattle

(For the 4 week period 27 Sep through 26 Oct)

NOVEMBER

QIPS credits/recruit

1. SERRC	5.464
2. NERRC	5.225
3. WRRRC	5.122
4. MWRRC	5.103
5. SWRRC	5.076
Command	5.214

QIPS credits/recruiter

1. SERRC	26.749
2. NERRC	18.401
3. SWRRC	17.184
4. WRRRC	15.467
5. MWRRC	13.994
Command	17.811

Top 20 DRCs*

1. San Juan	6.021
2. Jacksonville	5.671
3. Richmond	5.536
4. Columbia	5.534
5. Miami	5.534
6. Albany	5.478
7. Montgomery	5.429
8. Raleigh	5.398
9. Harrisburg	5.390
10. Atlanta	5.357
11. Charlotte	5.330
12. Concord	5.304
13. Baltimore	5.257
14. Jackson	5.218
15. Syracuse	5.209
16. Nashville	5.208
17. Newburgh	5.202
18. New Haven	5.196
19. Louisville	5.170
Newark	5.170

Top 20 DRCs*

1. Jacksonville	36.535
2. Montgomery	33.440
3. San Juan	32.244
4. Miami	32.118
5. Raleigh	30.391
6. Richmond	29.549
7. Long Island	28.816
8. Columbia	27.829
9. Jackson	26.156
10. Atlanta	24.233
11. Newburgh	23.521
12. Baltimore	21.710
13. Louisville	20.875
14. Charlotte	20.557
15. Philadelphia	20.495
16. Cleveland	20.448
17. New Haven	18.530
18. Phoenix	17.964
19. Harrisburg	17.490
20. Newark	17.000

*Only those DRC that accomplished their quantitative objective each week during the reception-station month starting on 31 August and ending on 27 September were eligible for consideration.

Rankings based on preliminary information received from regions. Does not include bonus credits.



Spotlite

Keeping the customer 'satisfied'

By **CYNTHIA NASON**

Features Editor, R&CCJ

One of the tasks the Army faces today is that of "keeping the customer satisfied." A big part of that task begins at the Armed Forces Examining and Entrance Station (AFEES) where the recruit is matched up with his or her new job. Satisfying the customer can be a headache for the long-suffering guidance counselor. But it's a pleasure for Master Sergeant "Robbe" Roberts, of the Atlanta DRC, first woman senior guidance counselor in USAREC.

"I love my job," said MSG Roberts, who has spent 12 years in the recruiting field. "I enjoy being with people, seeing young men and women each day. Here at the AFEES we perform the most important job in the Army — putting people in the Army.

"My early experiences with Army people make me do a better job now. Those people made me feel as if putting me in the Army was the most important thing they had to do, that I was worth something to the Army. Everyone would like to be treated like that. It's as true now as it was 18 years ago, when I joined. I try to keep that in mind when dealing with the young people here.

"I became interested in recruiting partly because of the good impression my recruiter made on me. He was a super salesman who went beyond what he had to do. For example, when my mother had some doubts about my joining, he came to the house and spent several hours answering her questions, reassuring her and dispelling the myths about women in the Army."

The memory of that kind of treatment stayed with Robbe throughout her initial years in the Army. Eventually she entered the recruiting field.

Robbe remembers the "good old days" of recruiting as a time when she stayed on the road constantly. She spent seven years working out of the Amarillo DRC (suitcase in hand) as WAC counselor responsible for parts of four states: Kansas, Oklahoma and New Mexico, as well as a chunk of the Texas panhandle.

Before assuming her newest responsibilities, MSG

Roberts had been in the Atlanta DRC as senior WAC counselor and WAC program supervisor for two years. For three years before that she served in the Marietta, Ga., station as WAC counselor.

"Things are much different now," MSG Roberts said. "There are so many regulations, do's and don'ts, in today's recruiting. Recruiters have to be smarter and better trained. The better recruiters now have the same qualities that good recruiters had in the past, common sense and ability to make 'eyeball to eyeball' contact. They also have to plan and organize their time, as well as be constantly aware of the mission.

"In many respects, the AFEES job is much simpler than it was. Formerly we adjusted to the workload, that is, we put in people until they fell out the front door. 'Evenflow' and weekly management allow us to plan better and the processing goes more smoothly."

Robbe feels that motivating the counselors is a significant aspect of her job. "A counselor has to keep smiling, have compassion and understanding. I don't want the applicants to feel they're a bother, so I make the counselors' job as easy as possible, to keep them at their peak.

"Morale is very important, too. We make or break the final sale at the AFEES, so there's no room for depression or worry here."

The men who work for her feel that her being a woman doesn't make a difference. She's an NCO first, they agree.

"The Army is great for women, for any soldier who meets military standards," Robbe commented. "Women have the opportunity to excel."

Master Sergeant Robbe Roberts, senior guidance counselor at the Atlanta AFEES.



Cynthia Nason

Wishing won't get you everything the DRC liaison NCO has to offer

**By CPT CHRIS TURRELL
and MSG JOHN FITZPATRICK**

**Reserve Components and Assistance,
HQ USAREC**

You can drop pennies into a wishing well until the devil puts in an order for antifreeze, but you're still not going to get a day with 30 hours in it. Nor will you develop the magical ability to be in two places at one time.

So save your money and talk to the DRC's liaison NCO to the Army Reserve and National Guard. He's like having six extra hours in the day and the ability to be in two places at one time. He's every recruiter's Number One civilian influencer.

Getting other people working for you is the way to recruiting success, and that's what the DRC liaison NCO is there for. As a member of the Guard or Reserve, he's your chance to get to know hundreds of citizen-soldiers who live and work in your community. He's always interested in receiving referrals, but he's usually the one behind your getting manpower and equipment for the displays you need.

The liaison NCO has two primary functions in that he acts as the chief advisor to the DRC commander on Reserve and National Guard recruiting matters and acts as chief advisor to the Guard and Reserve on active Army recruiting programs. In addition, he coordinates and manages the USAREC mutual assistance programs, referrals, co-location and professional development assistance.

The term "mutual assistance" is the real key to the liaison NCO functions for the recruiter. The recruiter's time is valuable and no one can afford to waste it, but time invested with the liaison NCO will usually mean increased enlistments. Recognizing this, the liaison NCOs have established themselves as brokers who coordinate the exchange of assistance between components for the mutual benefit of all. They arrange for the OOE to benefit from whatever time and effort the recruiter is willing to invest in assisting the Reserve Components.

The skeptical recruiter asks "How So?"

First of all, referrals can travel both ways. Both the USAREC OOE and the Reserve Component OOE will meet prospects who, for some personal reasons, find the other's program more suitable to his own needs. If the lines of communication are kept open, each will get his fair share from the other, if for no other reason than the basic enlistment eligibility criteria is about the same for both.

The ideal situation would appear to be when the Reserve Component recruiter is actually co-located with the USAREC recruiter; here a referral is as easy as handing a card from one desk to another.

Most people can think of dozens of reasons why co-location would never work but most of the time it simply boils down to not understanding Reserve programs and, therefore, not caring very much for them.

Working with the DRC liaison NCO, mutually-satisfactory ground rules can be established for the co-location of a Reserve or National Guard recruiter in a station. When in place, things begin to happen: more station traffic and a few more telephone inquiries since more than one program is represented in the station.

The Reserve Component recruiter's lists of acquaintances and CIs becomes the USAREC OOE's lists.

When the USAREC OOE is out of the office, the Reserve Component representative can present both programs to people with questions.

Since he is already a member of the community, the Reserve Component recruiter may be the logical community representative to get the Active Army recruiter into schools and before local community groups.

Since no one has cornered the market on new and usable ideas, the Reserve Component recruiter may be able to help the station's recruiting tactics.

Of course, co-location isn't possible or desirable for every recruiting station, but it's worth looking into; begin the "looking into" process with the DRC liaison NCO. He'll work closely with recruiters, area commanders and everyone else to assure productive relationships if they are in the best interests of all.

Knowing there is someone around the DRC who can be of such great value to a recruiter is worth more than dropping pennies into wishing wells.



Beyond SMART: *Brilliant Board*

By **KAY FROHLICH**
Montgomery DRC A&SP

It has been said that the best way to find the answer to a problem is to know the right question to ask.

To discover those questions, the Montgomery DRC has developed the "Brilliant Board," a market analysis chart. The Brilliant Board sets down the questions in black and white — and yellow, green and blue.

Basically it is a series of DRC maps with overlays. The four maps represent four quarters of the year. On the acetate overlays, one dot equals one enlistment, and each color represents the quality category (Cat I-V) of each accession.

The brilliance of the board is in the additional maps which show the demographics of the DRC. One map displays the total population of each area; another shows the number of high school seniors; a third gives the total number of people in the work force over age 16; and the fourth has median family income.

The Brilliant Board may show, for example, two areas which are similar in demographic characteristics. The overlays may reveal, however, that area A is consistently putting 10-12 Cat I's into the Army each month, while area B is only putting in one or two Cat III Bs. Why the difference?

This is the question that the board poses. The answer lies within the DRC management. If two areas are the same and one is not producing, then it's time to look at the causes. Is the recruiter in area B properly trained? Maybe he does not


realize the potential. Perhaps the recruiting station is located in the wrong place. DRC management must do research to take best advantage of the potential in the non-productive area.

If low production is a characteristic which two similar demographic areas share, then perhaps the station should be moved to where it will be more productive.

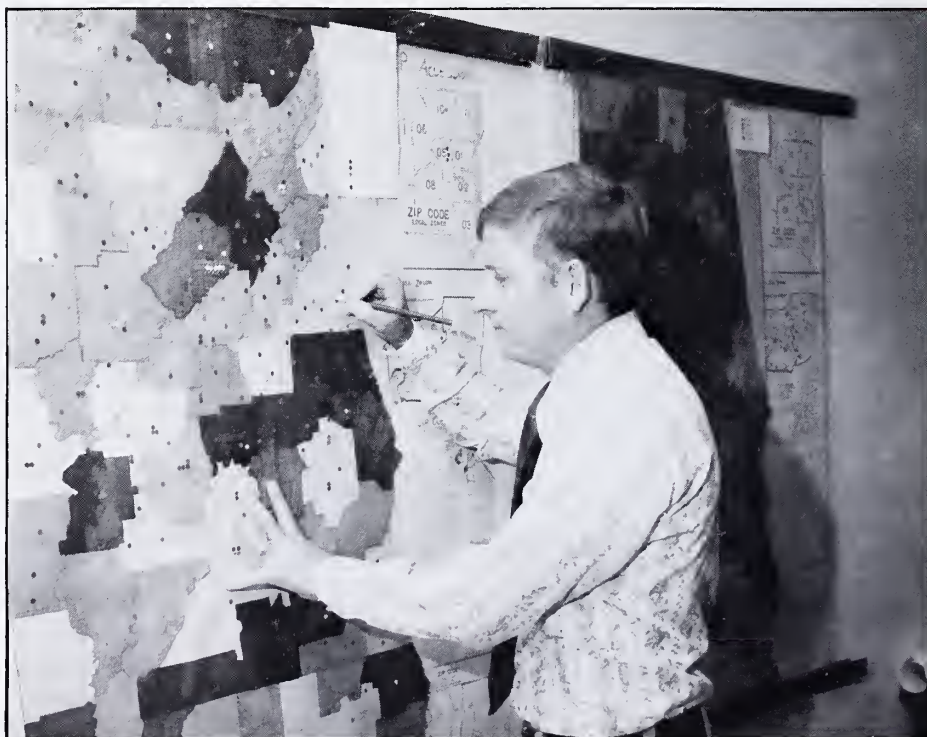
Overlays can be used for various purposes. ASVAB scores can be charted for each area, then compared with demographics and with the number of recruits going into the Army.

Overlays can assist the A&SP

division in making advertising decisions. By using an overlay with amounts spent in each recruiting station, A&SP can make more sophisticated choices. For example, if very little money is put into an area, and that area did not produce many recruits, even though other aspects of the Brilliant Board say it should have, more advertising could do the trick in the future.

Management must base decisions not only on the Brilliant Board, but on human elements as well. The Brilliant Board cannot solve the problems, but it can raise intelligent questions, the answers to which will solve the problems. 

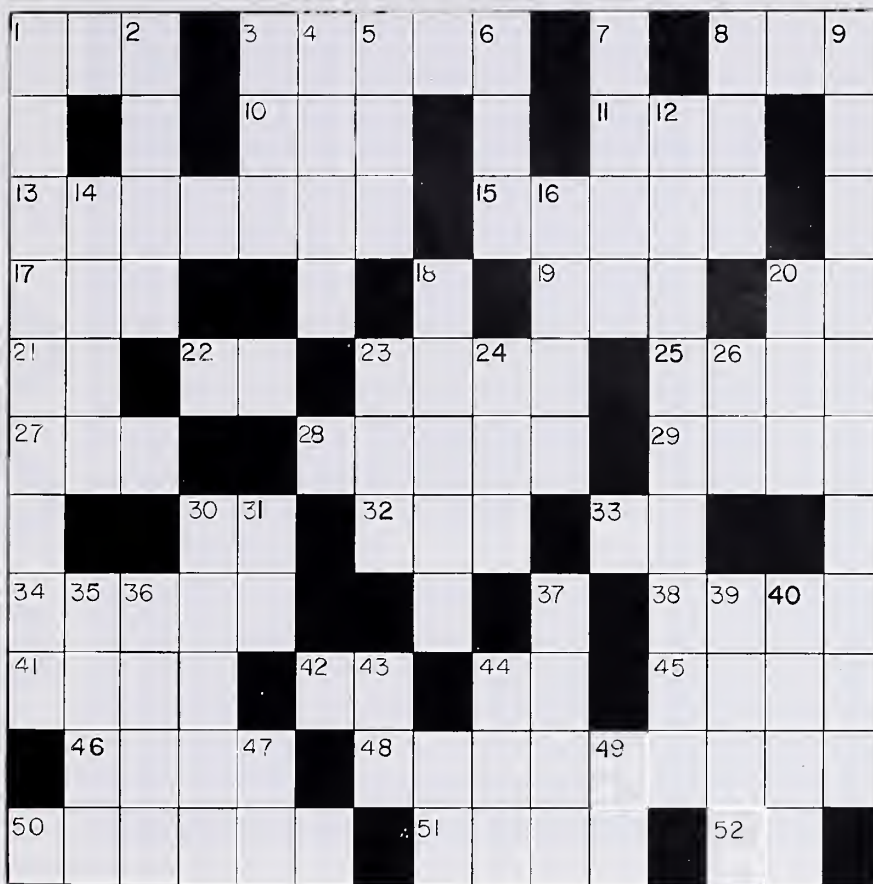
Grover Diehl, education coordinator, works on an overlay which will tell the average ASVAB scores for the various counties within the DRC boundaries.



Bob Lamsche

Recruiting Crossword

By
Peoria DRC



ACROSS

1. Program to postpone entry; or sheriff's assistant (abbr.)
3. Army's newest education program; or forward
8. Job category; or calendar entries (abbr.)
10. Lawn
11. Letter, sign of victory (spelled out)
13. ____ for Skills
15. Army training recognition program; or trade
17. In one's possession (verb, present tense)
19. ____ Landon
20. Regulation initials
21. Either's partner
22. Exist
23. Training cassette made by USAREC Professional Development division; or Bears, Cards, etc.
25. Writer's job prior to publication
27. Not been "in" before (abbr.)
28. University of Maryland mascot nickname
29. Source for 45A, cow's offspring
30. See 20A
32. Sergeant
33. Reserves' once-a-year activity (initials)
34. Pinpoints where quality prospects are likely to be; or intelligence
38. Pagan god
41. Bath powder
42. Negative
44. Government owned or operated; or green light
45. Product from 29A
46. Bit of news
48. A recruiter's target audience; or looks for gold
50. Nearer
51. Places to live (abbr.)
52. The sunflower state (abbr.)

DOWN

1. Lying, cheating, stealing: all are ____
2. Golf course standards
3. Publicity division designation; or Cleopatra's snake
4. Tilled
5. Writer's overseers (abbr.)
6. Peoria, St. Louis, New York, Los Angeles, et. al.
7. Egg shaped
8. Moving Training Exams; or encountered
9. Failures to meet accession requirements
12. See 37D
14. Canvas coated with waterproofing, short form
16. Los Angeles eleven
18. Senator from Illinois (Rep.)
20. To be in poor health
23. Bill denomination
24. Military address designation
26. Higher headquarters; or state's attorney (abbr.)
30. Plural of "amphibious river crossing equipment" (abbr.)
31. No longer in the service (abbr.)
35. Post Office concern
36. Choral voice
37. With 12D, justification for expenditure of funds
39. Level of a ship
40. Grain for horses
43. Look-out place (abbr.)
44. Republican party initials
47. Personal pronoun
49. Addition to a letter (abbr.)

Answers on p. 33

Pay & Benefits
If you enlist in the Army, you'll start with good pay, strong list of job-training opportunities to choose from. And you'll get paid vacation each year, the opportunity to travel and to continue your education. For more information about all the opportunities in today's Army, send the postcard. Overall 800-451-1976 toll-free. In NY call 800-243-5614.

Average reading time 5 minutes

FY 77 ads

Country Challenge Experience

By **TOM EVANS**

Deputy Director, A&SP, HQ USAREC

Challenge.

"The first time up on these towers you say, 'No way can I rappel down. No way.' But once you do it, you've done it. You can learn how to do it better. Learn different styles, maybe. But a whole chunk of experience is behind you the first time. That's all challenge is—asking yourself, 'Can I do this?' And moving on."

PVT Dave Pettes, Fort Carson, Colorado

Join the people
who've joined the Army.

We told you in the June *Journal* about all the things that went into putting together the FY 77 advertising program. However, we had to leave you hanging as far as program details were concerned.

Some of the details follow.

- A schedule of magazine ads featuring the continued use of real soldiers telling their own stories but using a new, more economical design. The idea represented by each of these ads (see the examples on these pages) will be summed up with a single, eye-catching word.

Vet's Educational Assistance Ads

As we went to press details of advertising and promotion that will make use of the new law to sell Army opportunities are being worked out. Main items will be:

- Nationwide newspaper advertising in November
- Local ad formats provided to DRCs for continued use
- A radio spot that speaks directly to the new law
- A direct mail piece to high school seniors, shortly after the new act has become effective on 1 January
- Some 2nd quarter advertising in "influencer" magazines like *Time* and *U.S. News and World Report*
- An RPI that explains details of the Veterans' Educational Assistance Program.

- Repetition of the *Sourcebook*.

- A carefully designed program of mailings, four to each of 1.6 million high school seniors; others to recent graduates, college sophomores and parents.

- Concepts for outdoor advertising for next spring and summer.

- Continuing the successful Don "The Snake" Prudhomme promotion.

- Sports clinics, exhibits and demonstration teams, the kind of person-to-person programs that are most helpful in gaining effective entry to high schools.

Not covered in those briefings were some newly created programs that will help greatly in meeting the tough quality objectives for FY 77.

- A second *Sourcebook*-type publication called *Summer*. This will be delivered to over two million high school seniors in February. It will contain Army advertising strongly oriented to the DEP.

- *Wheels*, an Army magazine for distribution through driver education departments in high schools. This magazine, to be published and distributed by *Senior Scholastic*, will be out in the Spring.

- A major program of broadcast advertising. We should be on the radio by the time you read this.

show evolution since FY 71

By **TED REGAN**

N. W. Ayer

Evolution. In a word, that's been the process of Army recruiting advertising for the last six years. It's taken the form of an increasingly refined and meaningful look at the Army's most "saleable" offer: soldiering itself.

In '71, of course, we had to step somewhat softly with this idea. Using the hey-look-us-over approach of "Today's Army Wants to Join You." In '75 we moved closer, with "Join the People Who've Joined the Army." Using the same theme in '76, we made it personal, by letting the

soldier speak for himself about his own life, and his reaction to Army experience.

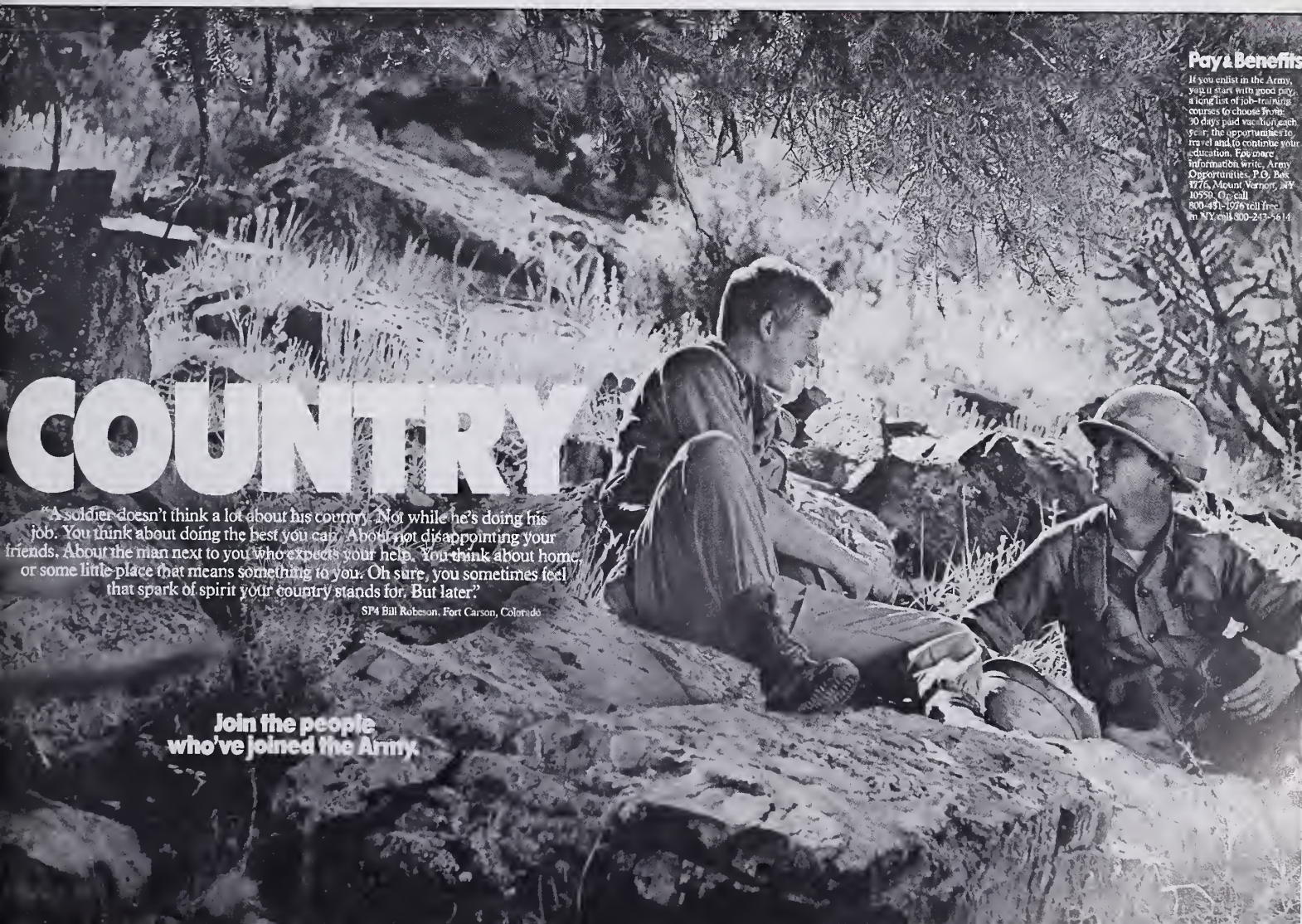
For '77, we'll go further. Now we isolate the specifics of the experience, and, without any fuss, give one individual's insight into it.

So, you'll be seeing advertisements throughout the year with pictures that capture a moment in the soldier's daily routine, accompanied by his quote, and topped with a one word headline, like Challenge, Leader, Training and Europe. You'll also see words like Belonging, Country, and Drive. These are some of the "intangible" appeals of the Army, and they're ideas we know the quality prospect thinks about, and wants

to find a place for in his own life.

We also know that today's prospect is very practical. So we've given him straight information on benefits, and placed it in a box called "Pay & Benefits" located elsewhere in the ad. We believe that this is the most convincing solution to the tangible-intangible two-part Army appeal.

We've come a long way in this advertising evolution because we've had to grow and change as the prospect grew and changed. And we've had to evolve along with a new volunteer Army, attracting better and better young people. We believe the USAREC FY '77 advertising — in its simplicity, excitement and depth — is the most effective yet.



COUNTRY

"A soldier doesn't think a lot about his country. Not while he's doing his job. You think about doing the best you can. About not disappointing your friends. About the man next to you who expects your help. You think about home, or some little place that means something to you. Oh sure, you sometimes feel that spark of spirit your country stands for. But later."

SP4 Bill Robeson, Fort Carson, Colorado

**Join the people
who've joined the Army.**

Pay & Benefits
If you enlist in the Army, you'll start with good pay, a long list of job-training courses to choose from, 30 days paid vacation each year, the opportunities to travel and to continue your education. For more information write, Army Opportunities, P.O. Box 4776, Mount Vernon, NY 10558. Or call 800-425-0976 toll free in NY call 800-243-5614.

account executives into market analysis

By **DICK TOBIN**

N. W. Ayer Field Force

In the coming months Ayer field account executives will be working on a new concept of direct value to recruiting and recruiters. It's called DRC Market Analysis.

The DRC marketing analysis system designed to make the recruiter's job easier by identifying areas of highest potential within markets, is expected to make a major contribution to the success of Mission '77.

For instance, suppose you have two counties of similar size and characteristics. County A is very successful (Army share of market is better than 50 percent of DOD accessions); County B is not so successful. Assuming that each county has similar characteristics, it is reasonable to assume that County B has the same potential for success as County A. The trick is to find out why County A is more successful.

That's where marketing analysis begins to work for you. By examining the various factors which make up the markets, it is possible to identify the one or more reasons why one county is doing better than another.

What can market analysis do for you, the recruiter?

- It can help you work smarter.
- It can help you make your objective.
- It can pinpoint the diploma graduate market more precisely and provide you more useful information about where to find the best prospects.

That's the kind of information DRC Market Analysis will provide; but remember, while market analysis is an important part of marketing it does not make decisions. It merely focuses your attention so decisions can be made. That's where you come in. Knowing where to go, when to go, and what to do when you get there, are the keys to success in any business.

REACT '77

By **MIKE CONCANNON**

Ayer/Direct

One year ago we began an exhaustive study of the REACT system. From this effort evolved REACT '77, which became operational on 1 July 1976.

There are many advantages in this new system:

- One Prospect Card — with multiple (14) uses
- Weekly Activity Listing — if a prospect card should be lost in transit, it will be identified on the listing and a replacement card can be requested

- A Monthly Status Report — a report for the area commander showing lead flow activity for each station under his jurisdiction

- Follow-up Requests — an electronic tickler file to remind you to make an important timely call on a prospect. Follow-ups are issued daily — the old system sent them only once a month

- Monthly Disposition Report — a reminder of unworked leads in the recruiter's possession for 30 days or more

- Management Reports — only two monthly reports where there were eight before

- REACT Technical Manual — USAREC Reg 601-51, 13 May 1976. For the first time there is a document which spells out in clear detail the complete workings of the REACT system for use by the field recruiter. 📖



Experience.

"When you go into the Army, you go into this big group of people with all kinds of abilities. Some guys can do things a lot better than you, some can't, and you all want recognition. Well, the only way you get that is to try harder. You've got to accept that as the basic experience of the Army. Trying harder. To learn enough to handle brand-new situations. To grow enough to like and understand people with one thing in common: they're trying too."

PFC Mike Turner, Fort Carson, Colorado

**Join the people
who've joined the Army.**

Pay & Benefits

If you enlist in the Army, you'll start with good pay, a long list of job-training courses to choose from, 30 days paid vacation each year; the opportunities to travel and to continue your education. For more information about all the opportunities in today's Army, send the postcard. Or call 800-431-1976 toll free. In NY call 800-243-5614

CSM Parker:

Know where and how to adjust

R&CCJOURNAL: What is there in your military background that has prepared you for being the command sergeant major of USAREC?

CSM PARKER: I've attended many schools, including the NCO academy, sergeant majors' academy, Airborne and Ranger school. I have also earned a BA degree.

The varied assignments I've had in my career have probably helped the most, however. Basically, the job of command sergeant major of an engineer battalion, where I last was, is the same as that of the USAREC command sergeant major. It's just that the scope is larger here. When you look at the job of a command sergeant major, it really belongs to the enlisted personnel management and leadership side of the house. He should know about awards and decorations, training, promotions, discipline, reclassifications, assignments, schooling and the development of noncommissioned officers. That's the management side, strictly management, regardless of whether it's at battalion, division, corps or major command level.

R&CCJOURNAL: Wouldn't the restricted scope of a division engineer battalion be tight as compared to a rather loosely-knit organization such as USAREC, scattered so far around the United States?

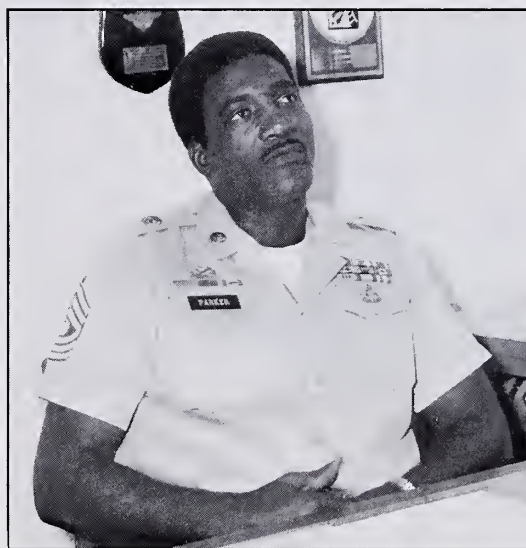
CSM PARKER: That's what's so unique about being a manager and a leader — a manager/leader has to know where and how to adjust. The things you do to accomplish the job are the same; the difference is in how you go about it.

R&CCJOURNAL: Has USAREC been hurt by the absence of a command sergeant major the last few months?

CSM PARKER: I believe the absence of a command sergeant major has affected the command somewhat. I think the field lost its link with higher headquarters, and slowed the process of getting answers. Since I've been here the telephone has been ringing steadily, calls from people who want answers, and I've been able to provide them quickly. That's a plus, NCO to NCO, not a lot of writing and a lot of long answers. If I don't have the answers, I get on the phone to another staff officer or NCO and get them.

Also, without a command sergeant major the headquarters was missing a good sounding board. It lost

contact with the enlisted people of the command. When you don't have a command sergeant major around, you can easily forget the enlisted man exists. The command certainly wasn't helped by being without a command sergeant major. In fact, if the position had gone unfilled much longer, I believe the command could have been hurt.



*"...know
where
and how
to
adjust."*

R&CCJOURNAL: Do you expect to be getting too many telephone calls; are you soliciting people to call you about matters which don't look right to them?

CSM PARKER: I'm most concerned about things which are the direct responsibilities of noncommissioned officers. I ask for the support of all noncommissioned officers, and I expect them to correct those things which are wrong. I want people to use the NCO channels. NCOs are part of the command, and they should be used as such.

R&CCJOURNAL: Is your job to help individual recruiters with their production? with their professional development? in their careers?

CSM PARKER: You can't really separate them. My job is to work in all of those areas. I want to help this command better manage the enlisted people assigned to it — both USAREC and MEPCOM — using the tools available, such as awards, training, professional development, reclassification, assignments and promo-

Know where and how to adjust

tions. In this way I'll be helping the recruiter with his production, and helping develop careers at the same time.

R&CCJOURNAL: You look like the stereotypical airborne-ranger-infantryman. What can the people in recruiting stations expect when you come to visit?



CSM Parker meets with the CG's recruiter advisory council.

CSM PARKER: I expect to find a professional looking soldier: a person neat in appearance, in good physical shape, wearing proper uniform, and having hair within the prescribed regulations. I expect the station to be correctly managed administratively. The same goes for the assistant area commander or the people at the AFEES. Then we can sit down and start communicating with each other. The OOE can expect me to enforce any policy or procedure that the higher headquarters have in effect, and that again is on both sides of the house, MEPCOM and USAREC.

R&CCJOURNAL: What things have you seen so far that you feel need to be changed, or at least looked at?

CSM PARKER: First, I haven't seen anything that needs immediate or drastic change. I've seen some things which need to be improved. I would like the soldiers of USAREC to follow policy closely. There are a lot of policies which have been in effect for a long time, policies that soldiers consider just another evil to contend with, so nobody bothers to follow them.

I'd like to see improvement in the ability to get the word down to the very last individual in the command; when policy is initiated, it's very important that every

person gets the word as quickly as possible. I challenge the assistant area commander, station commander and people in the AFEES to make sure that every individual gets the word, that it is understood, and that it is enforced.

The level at which we need to emphasize these things, getting the word *and* putting it to work, are the assistant area commander and station commander levels. The region or DRC sergeant major just can't get around to see very recruiter every day, so it falls to the assistant area commander or station commander to enforce the policies. That's where things are done. This applies to the AFEES NCOIC also.

R&CCJOURNAL: Do you consider the possible "snowball" effect of small changes at HQ USAREC as they become policy for the individual recruiters?

CSM PARKER: As you know, I don't make policy. I just make sure the people who make it know of its implications for the field recruiter before it becomes policy. Some people put out policy without knowing the full implications of it at the lowest level. I will do everything in my power to check out policy before it's implemented to see what effect it will have on the command as a whole.

R&CCJOURNAL: Should career counselors have a different MOS?

CSM PARKER: This has been asked of me before and my answer is still "no." As I see it, the advantages outweigh the disadvantages of keeping the same MOS. With the same MOS, OOE's have more opportunity for transfers in CONUS or from USAREC to overseas commands. The OOE MOS assignment scope is so narrow already that it is almost completely limited to USAREC. If the career counselor MOS isn't OOE, that's just one more limitation on our NCOs. Right now there are seven or eight hundred slots in the states and overseas for OOE's as career counselors.

I also believe the two jobs complement one another. Both involve selling — the recruiter to a civilian off the street, and the other to a soldier after he's in the Army. Both involve selling the Army and options. If for that reason alone, the two should have the same MOS.

If you look at it from a different standpoint, there are only two or three different regulations that a recruiter has to be familiar with to become a career counselor.

I believe also that to be a successful career counselor, a OOE should have been a recruiter. I've had

more experience with career counselors than with recruiters, and those who had the most success as career counselors were the ones who had been recruiters before. I think the Army would be better served if recruiters and career counselors kept the same MOS.

R&CCJOURNAL: What can the command, and the individual members of the command, do to make your tour more productive, and do more good for the command and the Army as a whole?

CSM PARKER: I'd like to see the enlisted members of this command broaden their knowledge of the Army beyond USAREC. E7 and E8 OOE's are people who have proven they're good recruiters, guidance counselors or assistant area commanders. But we should be looking at them as senior noncommissioned officers in the Army because that's what they are. They need first-hand knowledge of the Army from more than their point of view as OOE's. If I could get the en-

"The Army would do well to have some command sergeants major who were OOE's."



listed members of the command to broaden their scope of knowledge outside their specialties — and by this I mean ALL the people of the command, the supply sergeants and the administrative people too — about the total Army, I think this could help their careers.

R&CCJOURNAL: Considering that many NCOs have been with the command for six, seven or eight years, and often in the same city, with no real chance of being assigned from recruiting duty, how can this knowledge be acquired?

CSM PARKER: First of all, let's hope they'll be selected for NCOES courses, or for the sergeant majors' academy. If not that, then perhaps at some point in their careers, as E8s maybe, they should consider going back to their old primary MOS to get the feel for what the total Army is all about. This will broaden their knowledge.

Right now, there are some combat support MOSs that are short in E8s. I would recommend that a man who wanted to go back to a field assignment after a number of years should do so, especially if he wants to reach the top. Right now, with the number of E8 OOE's that we have, we're getting only a small share of our people coming out on the sergeant majors' academy lists, and there are any number of people who would like to go that route. The Army would do well to have some command sergeants major who were OOE's.

R&CCJOURNAL: Do you foresee any time in the future when a maximum recruiting tour might be set?

CSM PARKER: I don't foresee that, not in the near future. Maybe in the distant future there will be some latitude on how a OOE can get back into the system. As I said, we aren't seeing many OOE's being selected for the sergeant majors' academy, and that's another problem we have to work on.

R&CCJOURNAL: Could that stem from the lack of broadening experience OOE's can get?

CSM PARKER: I feel that's a direct result. We've got a lot of good NCOs in this command, as I've said before. There are probably more good NCOs, percentage-wise, assembled in this command than in any other command in the Army. All were selected or screened for the command, and only the good ones were selected. But their scope of knowledge, of assignments, and of their jobs have been limited, and this is something that I'm sure selection boards take a hard look at. Schools and top promotions, these are the things I want to improve on because these are the things that can help our people.

R&CCJOURNAL: How much of this do you think you'll be able to get done?

CSM PARKER: Well, I hope to be able to influence the management of our soldiers in every way — schools, promotions, assignments, reclassification. If I can see my influence in management and leadership, then I'll know I've done something positive. I want to see the soldiers in USAREC professionally developed in the total sense of the word.



Update

Paid Radio Advertising

A 47-week campaign of paid radio advertising was scheduled to begin Monday, Nov. 8, in 55 major markets to reach large population centers in each DRC.

A test of TV advertising in selected markets will begin after Jan. 1, but details are not yet available.

The selection of radio stations to receive Army advertising was made based on audited audience statistics and consultation with RRC/DRC officials. The requirement is to reach the most quality prospects per dollar of advertising. Supplementary broadcast advertising on stations selected by DRC, using local advertising funds, should be available to cover areas and stations not reached by the national purchase.

Also to begin in November is Army advertising on broadcasts of high school basketball games in about 250 locations to tie into local high school programs of recruiters.

Paid electronic media advertising is a major opportunity to talk directly to young people about opportunities the Army offers, far better than the irregular chances offered up to now by public service time.

In numerous cases, recruiters have worked hard to develop close associations with local media managers, and these efforts have produced goodwill in the form of public service time for recruiters. In the FY 77 paid broadcast schedule, many stations which provide PSA time will not succeed in selling paid time to the Army.

USAREC and its advertising agency will be spending dollars in the ways that will get recruiters the greatest number of appointments with high quality prospects. This means that USAREC will buy time on only those stations which attract the 17-21-year-old target audience. Some stations which have been cooperative in providing PSA time in the past may not be able to meet this competitive challenge. That is an unfortunate situation, but it is one they, as taxpayers and businessmen, will be asked to understand.

It is probable that recruiters and A&SP chiefs will be approached by broadcast media representatives with questions about the Army's plans. Published details can be provided but procurement of media time, like all other kinds of procurement, is done only by authorized government representatives and contractors; for that reason, all but the most general questions should be referred to DRC A&SP people by recruiters when questioned.

Recommendations by each DRC were, and will continue to be, a major ingredient in the selections of specific stations to receive paid advertising. Recruiters who, on the basis of on-the-scene knowledge of listening habits of young people, feel that a bad choice has been made in the selection of stations, should inform the area commander who will pass the information on. The same thing goes if a recruiter feels a good station was left out on the purchase of time.

The command has a grand opportunity to use electronic media to sell Army opportunities; everyone's efforts and cooperation are needed to make the most of it.



Clip out and mail

To our readers:

The *R&CC Journal* needs to know regularly whether or not readers are getting this magazine and other media they want and need. Please take the time to complete this little mail-back coupon and send to:

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Counseling Journal
HQ USAREC (USARCCS-PA)
Fort Sheridan, Ill. 60037

Do you receive:

- ☐ Direct Action
- ☐ Forrester's Focus
- ☐ Tic-Line
- ☐ R&CC Journal

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one received?

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Do you receive
enough copies?

Comments:

Name: _____ Phone: _____

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Marksmanship

In last month's *R&CC Journal*, we reminded recruiters of the existence of the US Army Marksmanship Unit but we forgot to give the phone numbers and mailing address. Call Autovon 835-7750 or (AC 404) 545-1372. Letters should be addressed to: Commander, US Army Marksmanship Unit, Fort Benning, Ga. 31905, for more information about the unit.

Log NCOs Meet

A working conference of RRC logistics officers and senior NCOs is to be held at HQ USAREC 17-18 November. The Office of the Chief of Engineers, DA, has been invited to send representatives to the meeting.

Promotion Selections

Eighteen USAREC lieutenant colonels were selected for colonel in the DA promotion list announced Sept. 1. The Army board recommending promotion chose 45.5 percent of all officers being considered for the first time. The comparable USAREC selection rate was 76 percent.

The favorable treatment USAREC people get in DA selection boards in the past few years can be seen from the following information:

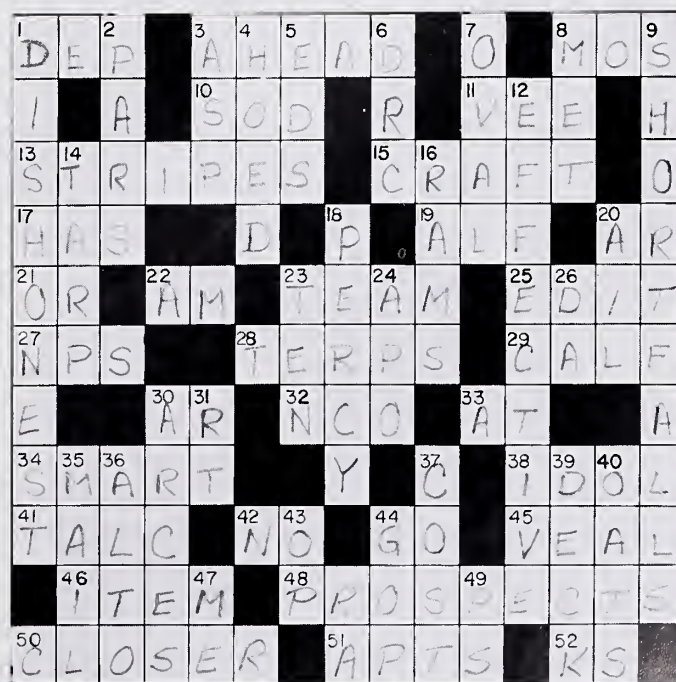
	Selection Percentage USAREC	Overall DA
To colonel, October 1974	18	39
To colonel, January 1976	44	39
To colonel, September 1976	76	45
To LTC, June 1975	67	65
To LTC, July 1976	79	62
To major, August 1975	75	60
To major, August 1976	83	64
To sergeant major, August 1975	39	33
To master sergeant, January 1976	28	35
To SFC, July 1976	54	37

Reenlistment RPIs

The following list includes items currently available for requisitioning for **reenlistment** purposes only. All requisitions should be submitted **by career counselors** on Form DA-17 (3 copies) through Commander, US Army Recruiting Command, ATTN: USARCASP-D, Ft. Sheridan, Ill., 60037, to US Army Publications Center in accordance with AR 601-280, para 1-14. Unless otherwise indicated all posters are small (11" X 14").

- RPI 300 Booklet. If there's a question, you'll have the answer.
- RPI 301 Folder. The Army Service School Reenlistment Option
- RPI 302 Folder. Your career decision.
- RPI 303 Folder. How to tell your friends you're reenlisting.
- RPI 305 Poster. The Army's been good to this Army wife.

- RPI 306 Poster. When you're doing something of value, you value yourself more.
- RPI 307 Poster. Since I've been in the Army, the longest I've sat still is for this photograph.
- RPI 308 Folder. Why are you staying in?
- RPI 317 Poster. Now I'll be working near home.
- RPI 319 Poster. I'd like to live in Europe. Not just visit.
- RPI 325 Poster. \$8,000 is \$8,000.
- RPI 331 Poster. Music is where I want to be.
- RPI 332 Folder. Music is where I want to be.
- RPI 334 Poster. How to tell your friends you're reenlisting.
- RPI 341 Folder. Berlin Brigade.
- RPI 343 Folder. Old Guard.
- RPI 345 Folder. Combat Arms Option.
- RPI 347 Folder. Overseas.
- RPI 349 Decal. We serve proudly.
- RPI 356 Label. Career Counseling 3-1/2"
- RPI 357 Label. Career Counseling 9"
- RPI 358 Label. Career Counseling 1"
- RPI 366 Booklet. Take a look at all the things you've been taking for granted.
- RPI 373 Booklet. Spouses Prestige Brochure.
- RPI 383 Poster. The best way to see Europe is to live and work there.
- RPI 385 Poster. Will your next job make you feel as good as the one you have now.
- RPI 386 Poster. Patches, (large.)
- RPI 387 Poster. Your family benefits when you reenlist.
- RPI 921 Poster. Start college while you're serving.
- RPI 951 Label. Yesterday, Today, Tomorrow, The United States Army.
- RPI 975 Book. Army Occupational Handbook (one per reenlistment office).



From p. 25



GI Bill Training

According to Veterans Administration officials, a record 2,821,514 persons took training under the GI Bill during FY 76 which represents peak enrollment in the 10-year educational assistance program.

The enrollments represented a 4.8 percent increase over the previous year. Fiscal Year 1975's figures represented a 14.1 percent increase over the FY 74 figures. More than 6.5 million veterans have received some form of training under the current GI Bill since June 1, 1966.

Trainees under all VA educational programs in FY 76 totaled 2,950,279. Training was provided to 99,751 eligible dependents. Rehabilitation training was provided 29,014 disabled veterans.

CHAMPUS Certificates

October 1 marked the start of a new year for CHAMPUS outpatient deductible certificates, too.

DoD officials remind beneficiaries of CHAMPUS that deductible certificates issued for FY 76 (July 75 through Sept. 76) are no longer valid.

The outpatient deductible is the initial amount a beneficiary must pay each fiscal year before CHAMPUS assistance is available for outpatient medical expenses.

For an individual, the deductible is the first \$50 of authorized outpatient charges each fiscal year. A family group of two or more is not required to pay collectively more than the first \$100 of authorized outpatient charges in a fiscal year.

To obtain a deductible certificate, a beneficiary should accumulate itemized bills or receipts for outpatient services until they total \$50 or \$100, as appropriate. Then the bills or receipts should be sent, along with one claim form per patient, to the organization that processes claims for the area of residence.

B.I.E.T.?

Nearly 1800 men and women are undergoing a test of a common basic training course for both men and women which is called Basic Initial Entry Training.

Scheduled for completion this month, soldiers of both sexes are going through the rigorous seven-week course previously given only to men. Included are the standard subjects such as live fire and maneuver, day and night defense, a four day bivouac, basic rifle marksmanship and live hand grenade throwing. They

will also encounter physical fitness tests, obstacle courses, road marches and proficiency tests.

The test is part of a DA study concerned with the expanding role of women and the future needs of the Army. According to test officials, women now qualify for all but 35 combat-related jobs of the 438 Army job skills. Women in the Army are assigned to world-wide tactical units and work alongside men in a field or tactical environment where the need for the same basic soldiering skills are required, they add.

"The BIET test is intended to determine the best way in which equal training and preparation for roles in Active Army and Reserve Component units can be given to men and women who must play equal parts in the defense of their units," said MG Joseph P. Kingston. General Kingston commands the Army Training Center and Ft. McClellan and is the test director.

Results of the test, to be reviewed by TRADOC and DA, are not expected to be finished until early in 1977. (TNS)

Overseas Fares

A recent modification to Civil Aeronautics Board regulations governing the use of Overseas Military Personnel Charters makes it possible for parents-in-law, and the minor children of both parents and parents-in-law of a servicemember, to take advantage of charter rates when visiting soldiers overseas. This is a liberalization of previous rules.

The fact that low cost transportation is available to the relatives of soldiers stationed in Europe can be a good selling point for recruiters to use.

Parting Shot

Never get any time off, eh? Well, look at it this way. There are 365 days in a year. You're entitled to 30 days leave and can usually knock off a three day pass about every six weeks. That's a total of 56 days, leaving 309 days.

There are about 16 national holidays and 104 Saturdays and Sundays. That narrows the balance to 189 days. You sleep eight hours a day and spend another eight off duty. That takes care of another 125 days of the year, leaving Uncle Sam with 63 days.

If you take an hour a day for coffee, colas and incidentals, that's 15 days a year; only 48 left. If half a day a week is set aside for physical training and other such things, there's only 22 days to go.

Of these 22 days, 12 are paydays, and you know how much work is done on payday; only 10 to go.

Statistics show that the average person spends two days a year in the dental clinics and seven days undergoing medical treatment.

That narrows it down to one day. And if you can't figure how to goof off for one day a year, you're hurting. (ARNews)



95B Military Policeman

The good 'guys' in white hats

By **CYNTHIA NASON**

Features Editor, *Journal*

The first person one meets upon entering a military installation is the military policeman, the soldier directing traffic in and out of the main gate. He's the guy (or gal) in the white hat and black armband, night stick and gun hanging from his belt.

But being an MP is more than this — the story begins after a soldier completes basic training and arrives for MP advanced individual training at Fort McClellan, Ala., home of the MP school.

Turning a soldier into a military policeman (or policewoman, since 16 percent of the MPs are women) is an eight-week course that is self-paced. Self-pacing allows people to learn at their own speed which means some people have completed the course in as few as six weeks.

Emphasizing the "hands on" concept, soldiers are taught basics of law enforcement for the first three weeks. Students become skilled in self-defense, for example, in how to defend against the cross-arm strangle and similar life-threatening situations that can be encountered. Other practical instruction is given

in the areas of first aid, laws, and vehicle operation and maintenance. Students also become proficient in the techniques of arresting a suspect as well as how to guard prisoners.

The second phase of training is more specialized. Students are taught how to investigate accidents and other things which may be expected when eventually assigned to an MP company. Physical security is another part of training because MPs may be assigned to the protection of Army depots or high security areas.

In July of 1977 the advanced individual training is scheduled to be combined with basic training. Instead of eight weeks of basic and eight weeks of advanced training, male trainees will receive 14 weeks of training in the same unit under

the One Station Unit Training (OSUT) program.

Choosing military police training in the Army is a wise decision for people who are interested in the law enforcement field, both in the military and after the military. Advancement may be quicker in the Army than other jobs the military offers. Many people use their MP training as a springboard to other investigative areas in the Army.

After the military, when one tour is completed or a person retires, this training is valuable for a person considering state, county or local police departments.

Being a military policeman, in the eyes of both military and civilian law enforcement agencies, is the entrance ticket to a career for today and tomorrow.



Learning to handle a .45 (left) may come in handy for this young man some day. Women undergo the same rigorous training but use a .38 instead. (Right) Women make up 16 percent of the MP force.



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